

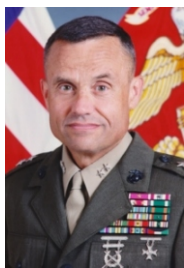
MARINE CORPS MATERIEL COMMAND

STRATEGIC
BUSINESS
PLAN



2000

Message From the Commander



MajGen P. M. Lee

Established in September 1998, the Marine Corps Materiel Command (MATCOM), is the Marine Corps' single process owner for Materiel Life Cycle Management (MLCM) for ground equipment, ground weapons systems, munitions and information systems. The Command achieved initial operating capability on 1 October 1999.

MATCOM's #1 priority is READINESS. Through the creation of MATCOM, the combined capabilities of Headquarters, MATCOM staff, Marine Corps Systems Command (MARCORSYSCOM) and Marine Corps Logistics Bases (MARCORLOGBASES) have merged to form the ultimate integrated MLCM team. The MATCOM Strategic Business Plan presented herein vividly depicts the long range plan which will direct MATCOM's corporate efforts, focusing its combined acquisition and logistics expertise on providing the most efficient, effective and responsive support to the operating forces and supporting establishment.

This Strategic Business Plan is a historic milestone for the Marine Corps. The publication of MATCOM's Strategic Business Plan effectively represents the first sanctioned attempt to clearly establish the Marine Corps corporate MLCM strategy. The MATCOM Strategic Business Plan specifically defines MATCOM's mission, vision for the future, organizational excellence values, and identifies the major customers whom we serve. Our PEOPLE are our most precious resource. It is through their individual and collective successes and teamwork that we shall succeed. The plan emphasizes the criticality of cultivating and maintaining a quality, professional workforce that is appropriately trained, nurtured and continually developing the critical skills and experience that will enable their INNVOATION and creativity to provide the materiel solutions to meet the myriad challenges of the future. Individual initiative and innovation are not only encouraged, but are an absolute must in a

learning, knowledge based organization such as MATCOM. The goals spelled out in the plan were carefully developed to influence and enhance readiness, encourage and reward innovation and will ultimately provide the most responsive and highest quality support to our customers.

Our process provides the means to continuously measure our performance as a command through established, meaningful metrics. While these metrics will provide the basis for measuring our progress as a command, our planning process will enable our metrics to evolve as circumstances dictate to ensure that we are evaluating the right results of the right processes for the right reason at the right time. As our experience and expertise grows as a command, so will we be able to focus even more acutely on the true indicators of our success in influencing the readiness, sustainment and the future capabilities of our Corps.

This plan serves as the basis for our collective efforts within the Materiel Command. It is not the ultimate solution but it does provide the initial framework to focus our efforts as a command. This plan will be reviewed annually. As we move forward we will make such modifications to the plan as are necessary to ensure we remain on target, focusing our total resources on the most critical tasks to ensure we are providing optimum support to our customers.

This document clearly maps out the road to success, both now and for the future. Our success requires a total commitment to excellence from each member of our team to enable us to meet our ultimate goals.

We are committed to Marine Corps Materiel Command's success.



BGen J. M. Feigley



BGen R. S. Kramlich (Select)

Establishing a Common Focus

The model used to develop this strategic business plan is referred to as Integrated Strategic Planning (ISP). This model promotes the establishment of a Common Focus as a precursor to formal organizational visioning and planning, and proposes a correlation between and among both the strategic planning elements and the support plans. This process involves several steps. The initial step is to identify a common focus so that all members of the group are working from the same frame of reference and level of detail. This



includes identifying the organization's Mission, Customers, Output, and Performance Metrics. Once this is accomplished, the Vision Statement for the future can be created.

Defining the Vision involves the creation of goals, objectives and other related activities. It is the Vision, which provides the guidelines for the future of the organization, and the methods used to support our growth and success.



Mission

To provide life cycle management of Marine Corps ground weapons, systems, equipment, munitions and information systems to ensure materiel readiness of operating forces.

Vision

The Marine Corps Materiel Command will be the preeminent materiel life cycle management organization through innovation, teamwork, and highly skilled people.

Our Customers

Our Customers have been defined as the end user of our Output. The concept of internal and external Customers is acknowledged, however for the purposes of this Plan, reference to our Customer is made in the context of the organizations that represent the recipients of our Outputs.



Our Products and Services (Outputs)

A key element of having achieved a Common Focus is the understanding by all members of the Command of what constitutes the Output of Marine Corps Materiel Command. Output is defined as the tangible product or service provided to our Customer (end-user).

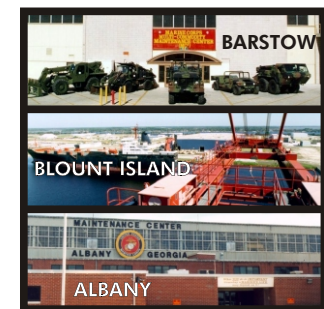


Our Outputs are:



Ground Weapons/Systems/ Equipment/Munitions, the materiel solution to a Customer's (MARFOR) requirement for an operational capability. This output enables MARCORMATCOM to "Equip the Force."

Logistics Support (Products & Services) to the Materiel Solution includes those products and services that MARCORMATCOM provides to support the materiel solution that fulfills the Customers capability requirements. This output includes such functions as depot maintenance, configuration management, maintenance planning, technical data management, supply support, support equipment, facilities, packaging, handling storage and transportation, training and training support, computer resources support and more.



Material Life Cycle Management Policy and Guidance such as orders, instructions and regulations that relate to and govern materiel life cycle management within the Marine Corps.

Management Information like technical, managerial and operational information that relates to and supports the materiel solutions provided to the Customer. This output encompasses all information provided by MARCORMATCOM to its Customers and includes such categories as studies, analysis, financial information, CORE calculations, readiness data, acquisition data, and usage data.

Integrated Resource Plan (IRP) identifies all MARCORMATCOM Materiel Life Cycle (MLCM) personnel and funding requirements and is developed for all phases of the Planning Programming and Budgeting System (PPBS). The Plan provides a balanced resource management plan for all potential financing sources. It is complete, timely, accurate, and fully justified for all MARCORMATCOM MLCM requirements. It is adjusted for approved funding levels and forms the basis for execution management.



Strategic Materiel Pre-positioning Capability allows MARCORMATCOM to constitute and manage those assets which are geographically forward deployed that enable Marine Forces to provide a responsive strategic warfighting capability to the Combatant CINCs. The Maritime Pre-positioning Force Program and the Norway Air-Landed Marine Expeditionary Brigade Program constitute this capability.

Depot Maintenance Capability is maintained within organic depots and is necessary to meet readiness and sustainability requirements of the Joint Chiefs of Staff contingency scenarios, to minimize risks and to retain only minimum facilities, equipment and skilled personnel necessary to ensure a ready and controlled source of required technical expertise. This capability is mandated by Congress and is defined (per OSD guidance) in terms of direct labor hours and is attained through performing the work.

Our Organization Excellence Values

It was deemed important to identify Organizational Excellence Values for MARCORMATCOM. These values are a fundamental set of principles used to guide decision making in the organization, and should be based on the values of MARCORMATCOM. In order to achieve the desired results, all three of these values must be balanced.

Our Organizational Excellence Values are centered on:



Organizational Goals and Metrics

People

Goal 1: To continually improve our skilled workforce through aggressive development programs for employees.

Metric: *Human Resource Management Index (HRMI)*

Definition: An overall measure to reflect the success of Manpower Management Plans in acquiring, developing, and maintaining the workforce required to accomplish the MARCORMATCOM mission. It is a compilation of a series of sub-indices, which include required personnel competencies, staffing levels, training, functional alignments, and billet types to support Materiel Life Cycle Management (MLCM).

Method and frequency: The data will be collected by organizational elements identified at each Command and reported to the MARCORMATCOM point of contact. This metric will be reported quarterly (1 Oct 00).

Goal 2: To achieve a high state of employee morale through mutual respect, trust, leadership, communications, rewards, recognition, and tolerance.

Metric: *Organizational Excellence Index (OEI)*

Definition: The percentage of employees responding to the Organizational Excellence Survey that rate the essential elements of a thriving workforce as good or better.

Method and frequency: The essential elements that will be surveyed may include, but are not limited to: stable organization, teamwork, accountability, mentoring, and personnel management plan. The metric will be reported annually (1 Oct 00).

Goal 3: To establish a climate/environment in which the workforce thrives by a “stabilized” organization, teamwork, accountability, mentoring and development of a personnel management plan.

Metric: OEI

Definition: The percentage of employees responding to the Organizational Excellence Survey that rate the essential elements of a thriving workforce as good or better.

Method and frequency: The essential elements that will be surveyed may include, but are not limited to: stable organization, teamwork, accountability, mentoring and personnel management plan. The metric will be reported annually (1 Oct 00).

Innovation

Goal 1: To create an environment that fosters creativity and innovation for implementation and application of business reform and best practices.

Metric: OEI

Definition: The percentage of employees responding to the Organizational Excellence Survey that rate the essential elements of a thriving workforce as good or better.

Method and frequency: The essential elements that will be surveyed may include, but are not limited to: stable organization, teamwork, accountability, mentoring and personnel management plan. The metric will be reported annually (1 Oct 00).

Goal 2: To become a knowledge based learning organization.

Metric: Percentage of implementation completed based on an established POA&M

Definition: The percentage of milestones completed.

Method and frequency: POA&M approved no later than 30 Sep 00. This data to be reported quarterly until completion.

Customer Service

Goal 1: To provide the Customer with the best value.

Metric: Customer Service Response System (CSRS)

Definition: A knowledge management system that facilitates access, data capture, trend analysis and scorecard reporting.

Method and frequency: Information collected will include Customer feedback from a variety of sources to include trouble calls, Customer inquiries, PQDRs, and the number of resulting process improvements made. In addition, individualized Customer service surveys will be used.

Goal 2: To reduce Total Ownership Costs (TOC) of ground weapons, systems, equipment and munitions throughout their life cycle.

Metric: Total Ownership Cost Change (TOCC)

Definition: The percentage of change in TOC. Measured in accordance with the formula below. The metric will be:

$$TOCC = \frac{TOC \text{ baseline} - TOC \text{ current}}{TOC \text{ baseline}}$$

Method and frequency: Cost baseline and TOC current data will be collected for select systems from the appropriate PM. An aggregate TOCC will be computed. The metric will be reported annually (1 Oct 00).

Goal 3: To meet and exceed Customer expectations.

Metric: CSRS

Definition: A knowledge management system that facilitates access, data capture, trend analysis and scorecard reporting.

Method and frequency: Information collected will include quality of responses, timeliness of responses, number of resolutions, average time of responses and number of recurring complaints. This metric will be reported quarterly.



Goal 4: To reduce Customer Wait Time.

Metric: Customer Wait Time (CWT)

Definition: The total elapsed time from the initiation of a demand by the Customer to the actual receipt of that product or service by the Customer. Initially, this metric will be applied to the supply function and then to other products and services provided by MARCORMATCOM as means of measuring this metric are developed.

Method and frequency: The essential elements of logistics support that will be measured may include, but are not limited to: timeliness, readiness, availability, support, and training. The metric will be reported quarterly.

Material Life Cycle Management (MLCM)

Material Life Cycle Management (MLCM) encompasses the four processes of logistics: Acquisition, Distribution, Sustainment, and Disposition. MLCM begins with the Research, Development, Testing, and Evaluation of various equipment solutions to meet the future needs of warfighting capability as defined by the Concept Based Requirements Process and contained within the Marine Corps Master Plan. MLCM includes ensuring that the Integrated Logistics Support elements are aligned for effective and economical support of Marine Corps equipment.



Output Goals and Metrics

1. Ground Weapons/Systems/Equipment/Munitions.

The materiel solution to a Customer's (MARFOR) requirement for an operational capability. This output enables MARCORMATCOM to "Equip the Force."



Goal 1: To provide ground weapons, systems, equipment, and munitions that consistently satisfy the warfighter requirements.

Metric 1: *Initial Operating Capability (IOC) Attainment*

Definition: Success in meeting the planned IOC dates.
Measured as the number of days

between the planned and actual IOC dates. Negative numbers would indicate IOC attained prior to the planned date. Positive numbers would indicate IOC attained after the planned date.

Method and frequency: Data will be collected and reported semi-annually.

Metric 2: *Percentage of Critical Operational Issues (COI) passed in Initial Operating Test and Evaluation (IOT&Es)*

Definition: Success of Critical Operational Issues (COIs) passing IOT&E. Measured as the number of COIs that passed IOT&E divided by the total number of COIs tested times 100.

Method and frequency: Data from Marine Corps IOT&E will be collected and reported semi-annually.

Goal 2: To reduce TOC of ground weapons, systems, equipment, and munitions throughout their life cycle.

Metric: *TOCC*

Definition: The percentage of change in TOC. Measured in accordance with the formula below. The metric will be:

$$TOCC = \frac{TOC \text{ baseline} - TOC \text{ current}}{TOC \text{ baseline}}$$

Method and frequency: Cost baseline and TOC current data will be collected for select systems from the appropriate PM. An aggregate TOCC will be computed. The data will be reported annually (1 Oct 00).

2. Logistics Support (Products & Services) to the Materiel Solution.



This includes those products and services that MARCORMATCOM provides to support the materiel solution that fulfills the Customer's capability requirements. This output includes such functions as depot maintenance, configuration management, maintenance planning, technical data management, supply support, support equipment, facilities, packaging, handling storage and transportation, training and training support, computer resources support and more.

Goal 1: To provide logistics support that consistently satisfies the Customer.

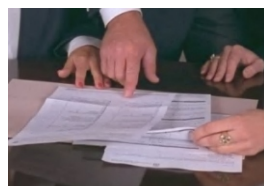
Metric: *Customer Wait Time (CWT)*

Definition: The total elapsed time for the initiation of a demand by the Customer to the actual receipt of that product or service by the Customer. Initially, this metric will be applied to the supply function and then to other products and services provided by MARCORMATCOM as a means of measuring this metric are developed.

Method and frequency: The essential elements of logistics support that will be measured may include, but are not limited to: timeliness, readiness, availability, support, and training. The metric will be reported quarterly.

3. Materiel Life Cycle Management Policy and Guidance.

This includes orders, instructions and regulations that relate to and govern materiel life cycle management within the Marine Corps.



Goal 1: To define and document MLCM Business Processes.

Metric: *Percentage of business processes defined and documented*

Definition: The percentage of MLCM business processes defined and documented (to include process flows, process owners, and process participants)
The metric will be:

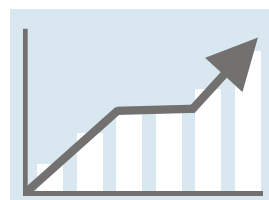
$$\text{Total Processes} = \frac{\text{Processes remaining to be defined and documented}}{\text{Total Processes}}$$

Method and frequency: The data will be collected from the MARCORMATCOM Business Reform Office. This metric will be reported semi-annually (1 Oct 00).

Goal 2: To develop and implement Materiel Life Cycle Management (MLCM) policy and guidance that results in an improved business process for managing materiel in the Marine Corps.

4. Management Information.

Technical, managerial and operational information that relates to and supports the materiel solutions provided to the



Customer. This output encompasses all information provided by MARCORMATCOM to its Customers and includes such categories as studies, analysis, financial information, CORE calculations, readiness data, acquisition data, and usage data.

Goal 1: To provide management information that is accurate, accessible, secure, and timely.

Metric 1: *Progress toward development and implementation of a Business Enterprise Information Network*

Definition: The percentage of the approved POA&M that has been completed.

Method and frequency: This data will be reported quarterly until completion.

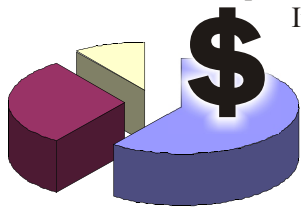
Metric 2: Baseline response time and resources used for information and management (Near Term)

Definition: Development of data source to measure Customer response time.

Method and frequency: Documentation of Customer response time as well as monetary and manpower resource requirements/regulations. Data will be collected and reported quarterly.

5. Integrated Resource Plan.

The Plan identifies all MARCORMATCOM MLCM personnel and funding requirements and is developed for all phases of the Planning Programming and Budgeting System (PPBS). The Plan provides a balanced resource management plan for all potential financing sources.



It is complete, timely, accurate, and fully justified for all MARCORMATCOM MLCM requirements. It is adjusted for approved funding levels and forms the basis for execution management.

Goal 1: To develop and implement integrated and balanced Manpower Management Plans that identify personnel resources in support of the MARCORMATCOM mission.

Metric: Human Resources Management Index (HRMI)

Definition: An overall measure to reflect the success of Manpower Management Plans in acquiring, developing, and maintaining the workforce required to accomplish the MARCORMATCOM mission. It is a compilation of a series of sub-indices, which include required personnel competencies, staffing levels, training, functional alignments, and billet types to support MLCM.

Method and frequency: The data will be collected by organizational elements identified at each Command and reported to the MARCORMATCOM point of contact. This metric will be reported quarterly (1 Oct 00).

Goal 2: To develop integrated and balanced POMs/Budgets that identify financial resources in support of MLCM.

Metric: Financial Performance Index (FPI)

Definition: An overall measure to reflect the success of financial programs, POMs, and Budgets in acquiring the financial resources required to achieve and maintain an optimal level of operational readiness. It is a compilation of a series of sub-indices, which include forecast accuracy, assessment of fiscal marks, plan versus actual performance, and costs per units measure.

Method and frequency: The data will be collected by organizational elements at each Command and reported to the MARCORMATCOM point of contact. This metric will be reported quarterly (1 Oct 00).

Goal 3: To develop, document and maintain a process for identifying, prioritizing and allocating resources to support approved MLCM programs.

Metric: Percentage of the POA&M completed

Definition: Initially an overall measure to reflect progress toward developing and documenting a process for identifying, prioritizing and allocating resources.

Method and frequency: Data will be collected and reported quarterly (1 Oct 00).

6. Strategic Materiel Pre-positioning Capability.

This allows MARCORMATCOM to constitute and manage those assets which are geographically forward deployed that enable Marine Forces to provide a responsive strategic warfighting capability to the Combatant CINCs. The Maritime Pre-positioning Force Program and the Norway Air-Landed Marine Expeditionary Brigade Program constitute this capability.



Goal 1: To provide pre-positioning capability that satisfies the warfighter requirements.

Metric: *Percentage of attainment of pre-positioning objective*

Definition: The percentage of equipment and supplies actually pre-positioned as compared to the pre-positioned objective published in the appropriate NAVMC.

Method and frequency: Attainment will be reported by class of supply for each MPSROM and Norway after each MPSON completes its MMC or as necessary when the attainment level changes (due to contingency use, etc.).

7. Depot Maintenance Capability.

The capability that is maintained within organic depots and is necessary to meet readiness and sustainability requirements of the Joint Chiefs of Staff contingency scenarios, to minimize risks and to retain only minimum facilities, equipment and skilled personnel necessary to ensure a ready and controlled source of required technical expertise. This capability is mandated by Congress and is defined (per OSD guidance) in terms of direct labor hours and is attained through performing the work.



Goal 1: To size and provide congressionally mandated depot maintenance capability that meets the warfighter requirements.

Metric: *Percentage of CORE attained*

Definition: CORE is expressed in the number of Direct Labor Hours (DLH) necessary to maintain depot maintenance capability adequate to provide organic force reconstitution during wartime. This metric will compare the CORE requirement to what is actually executed during the FY.

Method and frequency: This metric will be determined by dividing the number of DLH actually executed (by commodity area) by the number of DLH required to maintain the necessary skill level. The metric will be reported quarterly.



Goal 2: To become the preferred source of repair for depot maintenance.

Metric: *Unit Cost (UC)*

Definition: Unit Cost is an OSD measure that shows the efficiency of a maintenance activity by computing the cost per direct labor hour (DLH).

Method and frequency: This metric will be measured by dividing the total cost to operate the depots by the number DLH actually executed (worked). It will be determined quarterly.

Note: *A second metric, Maintenance Centers throughput time, is being developed that will track items from time accepted into the Maintenance Centers until released by the Maintenance Centers.*

Goal 3: To optimize the return on investments in the depot operations.

Note: *The metric to measure progress on this goal is being developed.*



The Execution/Monitoring Plan

This Plan clearly defines the present and future states of Marine Corps Materiel Command at the highest level of the Command. It clearly defines the associated values for the Command as well as the business goals, and provides guidelines through its Excellence Goals to the overall key areas of focus in achieving our Vision.

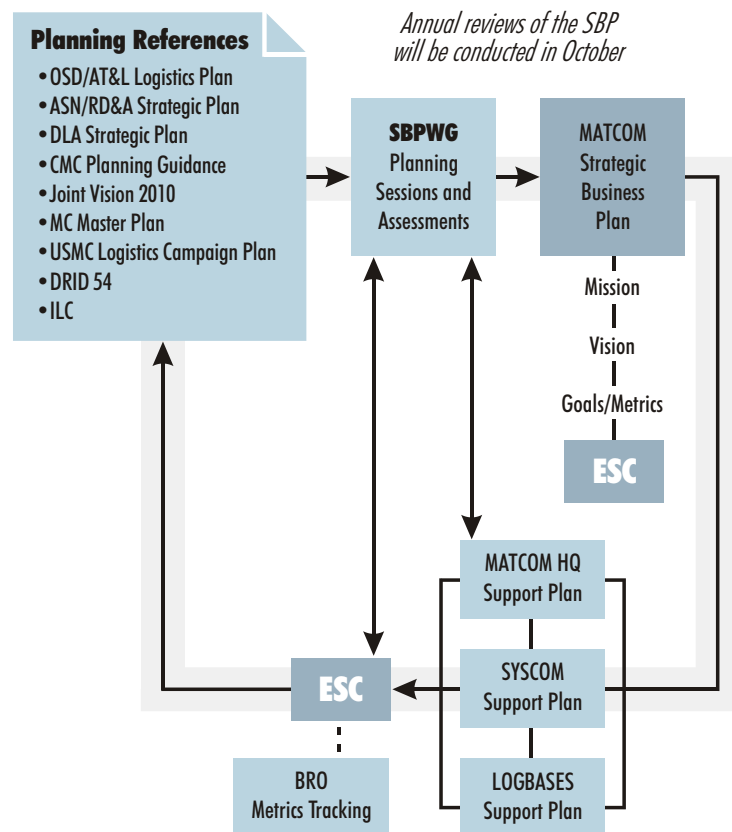
Departmental Support Plans

The day to day implementation and ultimately the success of MARCORMATCOM's Strategic Business Plan is the primary responsibility of the subordinate commands, Marine Corps Systems Command and Marine Corps Logistics Bases. The Commanders are tasked with developing Support Plans that will further define the goals and objectives identified at the enterprise level.



MARCORMATCOM's Strategic Business Plan

The Plans Division, Operations Department will be responsible for the publication of MARCORMATCOM's Strategic Business Plan.



Monitoring Plan

Each respective Command within MARCORMATCOM will appoint a “goal tender” for each of the MARCORMATCOM Strategic Business Plan goals. This individual will coordinate, monitor and report to the Strategic Business Plan Working Group (SBPWG) on his/her Command’s efforts/progress toward meeting this goal.

The Business Reform Office (BRO), in partnership with the SBPWG, will set up quarterly meetings to brief the Executive Steering Committee (ESC) on progress toward attainment of the goals and metrics. The BRO will assume the lead in coordinating the ESC agenda. In addition, the BRO will be responsible for tracking overall progress toward attainment of Strategic Business Plan goals, including the utilization of metrics gathered from all elements.

Review Plan

The MARCORMATCOM Strategic Business Plan will be reviewed annually to ensure the basis for the Plan (Output, Customers, Goals and Objectives) remains current and accurately reflects the future focus of MARCORMATCOM. If updates/revisions are required, input and ultimately concurrence from both MARCORLOGBASES and MARCORSYSCOM will be sought with the end result being the publishing and distribution of a revised MARCORMATCOM Strategic Business Plan.

